
Annex C

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THE DEPARTMENT OF STATE

Performance Rating Plan

DIRECTED TOWARD

Effective Departmental Operation

Through

Effective Individual Performance

THE DEPARTMENT OF STATE

Approved For Release 2002/03/25 : CIA-RDP61-00274A000200010005-0

Performance rating is an important step in assuring effective departmental operation. It is emphasized in the following statement recently addressed to supervisors:

“Your most important functions as a supervisor include:

Informing your employees of the contents of their jobs;

Telling them the work requirements of their jobs;

Telling them how they are doing.

By carrying out these functions, you will contribute materially to the success of the Department's operation.”

DEPUTY UNDER SECRETARY
FOR ADMINISTRATION

THE DEPARTMENT OF STATE • RELEASED MARCH 1951

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INTRODUCTION

THE PERFORMANCE RATING ACT of 1950 provides, very appropriately, that plans required under it "shall be as simple as possible."

In the development of its plan, the Department of State has pointed to this objective as its goal. It has sought at the same time to make its plan practical; otherwise it will not survive.

Performance rating, by whatever term it is called, is as old as the human race. Subconsciously it has been, and always will be, applied, whether formalized or not, against every human activity.

To develop a successful plan there must be a sound premise. That premise, in the case of the State Department plan, is that every job occupied by a different employee, in a different location, with different supervision and associates, utilizing in its performance different machines, equipment and methods, presents distinctly different problems in performance measurement.

It follows, therefore, that the job content for the various jobs and the work requirements for them must be developed by the specific supervisor and employee. The job content and work requirements, however, should be reviewed by a central unit to insure general harmony with like jobs. The State Department plan follows this program.

The Performance Rating Act of 1950 provides for three general performance rating categories, "Satisfactory," "Unsatisfactory," and "Outstanding." The State Department feels that the terms "Unsatisfactory" and "Outstanding" are susceptible of fairly specific meanings. However, the term "Satisfactory" is too generic to be adequately descriptive.

Therefore, while accepting the three categories for incorporation in its plan, it subordinates use of the term "Satisfactory" to the personalized appraisal of the supervisor.

What is contemplated under the State Department's plan is that the supervisor, after having attained an understanding with

the employee on the job content and work requirements of the specific job, will review each with him to see how he is "measuring up" and what he should do to better himself and be more valuable in his job. He may tell him orally his work is very good, unusually fine, or poor or use any other expression consistent with the facts.

Whatever the choice of words, the employee will be told *how* he is performing, where he is weak or strong, what he should do to improve or progress. Nothing more can be expected of any performance rating plan. Nothing can be accomplished by stressing orally or in writing that he is being rated "Satisfactory." This term if stressed might conceivably be a very disturbing "common denominator" encouraging employees to make rating comparisons against it. This would be undesirable, because the term is not sufficiently descriptive to cover both the very efficient and the just average employee.

The State Department firmly believes that complete rating flexibility within the category of "Satisfactory" performance is desirable and for this reason has not incorporated any additional specific adjective ratings. Satisfactory performance has many refinements and gradations; but these can best be expressed in the form of personalized comments by the supervisor to the employee to attain completely the objectives of the Performance Rating Act.

Part I | GENERAL INFORMATION
ON
PERFORMANCE RATINGS

Legal Authority

The Performance Rating Act of 1950 requires each department or agency of the Government to establish and utilize one or more rating plans for evaluating the work performance of its employees. It provides also for a uniform system for acting on employees' appeals from the performance ratings. The effective date of the Performance Rating Plan of the State Department shall be December 29, 1950.

Basic Purposes and Objectives

The basic purpose of the Department's rating plan is to recognize the merits of officers and employees and their contribution to efficiency and economy. To achieve this the Department's plan calls for renewed emphasis on the role each supervisor will play in the performance rating process. Formalism is eliminated to the greatest possible degree, and primary stress is placed on the informal discussions between the supervisor and employee. Coupled with the stress on discussion, the rating plan is made as simple as possible and designed to reach certain specific objectives of sound personnel management. More specifically the Department's plan is designed—

1. *To Inform Each Employee of the Content of His Job.* Maximum use is made of existing job descriptions. These will constitute the basis for the discussion of job content and work requirements. Wherever necessary, the job description will be revised in conformance with the realities of the activities which the employee is undertaking with the ultimate objective of

bringing it up to date. Employees will be informed of the content of their jobs not only at prescribed rating periods but whenever there is a material change in their duties.

2. *To Insure a Clear Understanding of the Work Requirements of Each Job.* The employee will be given a full understanding of the standards against which his performance is being measured. Adjectival rating will be deemphasized for this more realistic and practical end. Each employee will be informed of his strengths and weaknesses and what he can do to improve and progress.

3. *To Discover Training Needs.* Supervisors will be instructed to appraise each employee's performance with an eye to future improvement, effectiveness, and employee progress and to strive to improve performance by indicating those areas where an employee needs training.

4. *To Give Recognition to Superior Performance.* While other factors are also determinative, a primary incentive to employee effectiveness is the recognition which is given to work of a definitely superior quality. The Performance Rating Act has created the rating "Outstanding" to achieve this end. Provisions are made for appropriate review to insure that this rating is given only in justifiable cases.

5. *To Give Constructive Criticism.* In rating, every effort will be made to help employees through proper example, training, and guidance so that their work habits will improve. In those instances where the work requirements of employees are inconsistent with their abilities, efforts will be made to reassign them.

Who Must Be Rated?

All employees of the Department, except those in the Foreign Service, are covered by this plan.

Levels of Performance

The Department's rating plan provides for ratings as follows:

1. *Satisfactory:* Any employee who performs his duties in an acceptable manner but who does not exceed the work requirements of his job to a point deserving of special commendation shall receive the rating "Satisfactory."

2. *Unsatisfactory:* Any employee whose performance becomes so deficient in important work requirements as to become ineffective shall be assigned the rating "Unsatisfactory." Any

employee receiving a rating of "Unsatisfactory" shall not be continued in his position.

3. *Outstanding*: An employee shall be rated as "Outstanding" when all aspects of his performance not only exceed the work requirements of his job but are outstanding and deserve special commendation.

Use of Ratings in Personnel Actions

1. *Retention Preference*. Each individual receiving the rating "Outstanding" will receive five retention points and each recipient of the rating "Satisfactory" will receive one retention point in computations for reduction-in-force registers.

2. *Disciplinary Action*. The rating "Unsatisfactory" may be used in disciplinary actions when the act in question relates to the work requirements of the job.

The rating "Satisfactory" may be supplemented by comment on the Performance Rating Form (see appendix) explaining why some disciplinary action is justified.

3. *Salary Reductions, Demotions, and Separations*. Reduction in compensation, demotions, and separations for unsatisfactory performance shall be made in all cases where the ratings warrant.

4. *Periodic Within-Grade Salary Increases*. Successive salary advances will be based on several factors, one of which will be performance ratings. Ratings of "Satisfactory" or "Outstanding" require periodic salary advancement by successive steps up to and including the maximum rate for the grade.

5. *Use of Performance Ratings for Promotions*. The "Supervisor's Narrative Appraisal of Over-all Work Performance" (Section 4, Performance Rating Form) shall constitute a principal source for selection of employees for promotion.

Types and Frequency of Performance Ratings

1. *Conversion Ratings*. Employees on duty with the Department on December 29, 1950, with the adjective rating "Fair" or better will automatically receive a conversion rating of "Satisfactory." The conversion rating will be the employee's official rating until a performance rating is given under this plan. No written record will be made of conversion ratings unless required for personnel action. An employee whose latest official rating under a previous system was "Fair" will not be entitled to a

within-grade or longevity step increase until he receives an official performance rating of "Satisfactory" or better under this plan. Unsatisfactory ratings convert to "Unsatisfactory."

2. *Official Ratings.* Official ratings are those which are made a part of the employee's official personnel record and may be used as a basis for personnel actions. The following are the two types of official ratings:

a. *Entrance Ratings.* An entrance rating of "Satisfactory" is given to an employee when he is first assigned to a position, or upon change in series, class, or grade. If an employee who has received an "Outstanding" rating is transferred to another position, he is given a rating of "Satisfactory." If he is returned to his position within the same rating period, his higher rating is renewed.

b. *Regular Ratings.* A regular rating is made after the supervisor has had ample time to judge the qualities of the employee provided the employee has served at least three months during the rating period. There are two kinds of regular ratings:

(1) A performance rating, which is made six months after a new appointment or six months after an employee is assigned to a position having different work requirements from his former position;

(2) An annual performance rating, which is made on the anniversary date of the six-month rating so long as the employee works in the same position without material change in duties.

3. *Unofficial Ratings.* Administrative unofficial ratings supplement official periodic performance ratings in cases where supervision changes after the employee has served for at least 90 days in the same position. The primary purpose of this rating is to provide the incoming supervisor with the outgoing supervisor's evaluation of the employee for use in making an official rating when it comes due.

Administration

1. *The Director of Personnel and His Responsibility.* The Secretary of State has delegated to the Director of Personnel the duties of supervising the development of performance requirements and the administration of this plan.

2. *The Rating Official and His Responsibility.* The rating official is the person who has immediate line responsibility for

the work of the employee, who either oversees, reviews, or checks the work of that employee, or who is most closely acquainted with his daily performance during the period of time for which the rating is made. In case an employee is regularly working under more than one rating official, the immediate supervisor in the official line of authority in the organizational structure will serve as rating officer. Other supervisors having immediate authority over the employee will collaborate with the designated official in determining the rating.

The primary responsibilities of the rating official are—

- a. To make certain each employee has a clear understanding of what his duties are and the work requirements which must be maintained in order that his performance be considered satisfactory;
- b. To evaluate periodically the performance of each employee in conformity with this plan;
- c. To keep each employee informed as to how he may improve his performance so as to increase his opportunities for career advancement.

3. *The Reviewing Official and His Responsibility.* The reviewing official will be the supervisor *highest in the line of authority* above the rating official who has personal knowledge of the performance of the employee. In those instances where no review is feasible, because no other official has personal knowledge of the individual's performance then the rating official will sign as both rating and reviewing officer.

The general responsibilities of the reviewing official are—

- a. To make certain that rating officials are familiar with the Performance Rating Plan;
- b. To review the work requirements of jobs for which he is the reviewing official in order to make certain that they are fair and proper with respect to other jobs in his area of responsibility;
- c. To aid rating officials in realistically carrying out their rating responsibilities directed toward a sound program of employee-performance improvement;
- d. To review the ratings to determine their objectivity and soundness.

4. *The Administrative Officer and His Responsibilities.* The responsibilities of the administrative officer are—

- a. To maintain a complete file of job descriptions of each position in his area;
- b. On advice from the Personnel Relations Branch, to notify

rating supervisors when the employees' ratings are due and supply the necessary forms and related material;

- c. To institute regular spot-checks to insure that ratings are accomplished through effective discussion between supervisors and employees;
- d. To review all rating forms to insure completeness and uniformity with the Department's Performance Rating Plan;
- e. To review rating forms to insure reasonable uniformity of work requirements for like jobs in his area;
- f. To effect distribution of copies of performance ratings in accordance with the plan;
- g. To retain a complete file of rating forms, which will be made available to supervisors on request.

5. *The Performance Rating Committee and Its Responsibility.*

The Department of State shall have one Performance Rating Committee. This Committee will be organized as follows:

- a. The Chief of the Division of Departmental Personnel shall appoint six regular members and six alternates. Each member shall serve for a period of three years, and the terms of office shall overlap in such a way that each year one-third of the members are new appointees or reappointees.
- b. The Chief of the Division of Departmental Personnel shall be a permanent member of the Performance Rating Committee.
- c. The Chief of the Classification Branch and the Chief of the Personnel Relations Branch shall be ex-officio members of the Committee.
- d. The members and alternates of the Performance Rating Committee shall be as representative of all areas and supervisory and non-supervisory personnel of the Department as is possible.

The Chief of the Division of Departmental Personnel operates for and exercises the responsibility delegated to the Director of Personnel. The Performance Rating Committee shall be an advisory committee to the Chief of the Division of Departmental Personnel and shall—

- a. Give careful study to the operation of this plan in all its phases, including the development of work requirements;
- b. Review ratings in accordance with this plan;
- c. Review training programs for rating and reviewing officials, in order to establish a common understanding of their rating duties and responsibilities;
- d. Recommend programs to acquaint all employees with the provisions of this plan;

- e. Review training needs to improve employee performance and make recommendations to accomplish this objective;
- f. Effect liaison with the Classification Branch in order to assure proper coordination and uniformity between job descriptions, work requirements, and performance ratings.

6. The Classification Branch and Its Responsibility.

- a. The Classification Branch will contact the administrative officer of each division and make certain each has a complete file of job descriptions. Section 2 of the rating form will notify the Classification Branch as to the supervisor's and/or employee's opinion of the accuracy of the job description. The check mark or notation made in this section of the rating form will serve as an aid to the Branch in maintaining current job descriptions and in giving advance notice of possible changes in grade, series, or allocation of various jobs;
- b. The Classification Branch will make a spot-check review of work requirements being used in order that—
 - (1) A general degree of uniformity will be insured for evaluating performance in like jobs under similar conditions;
 - (2) A file may be developed on general work requirements being used throughout the Department. This file may then serve as a basis for the eventual establishment of a general list of work requirements to cover as many jobs as practicable.

7. The Personnel Relations Branch and Its Responsibility.

The Personnel Relations Branch shall act as secretariat for the Performance Rating Committee. It shall—

- a. Counsel employees on all phases of the performance rating system;
- b. Maintain all necessary records for the administration of the plan;
- c. Advise administrative officers of the time each employee's rating comes due and insure that ratings are properly processed to completion in conformance with the Department's rating plan;
- d. Institute spot-checks of rating forms in order to counsel the Performance Rating Committee on the over-all operations of the plan and point out where further studies of these operations need to be undertaken.

8. The Board of Review and Its Responsibility. Section 7 of the Performance Rating Act of 1950 provides for the continuance of a Board of Review to function under regulations prescribed by the Civil Service Commission. The responsibility of

the Board of Review is to review and pass upon the merits of such performance ratings assigned to employees as may be submitted to it through proper appeal channels.

The Department of State shall have one Board of Review, consisting of three members and their alternates to be designated as follows: A Chairman (and alternate), to be selected by the Civil Service Commission; an employee member (and alternate), to be elected by the employees of the Department in accordance with procedures issued by the Civil Service Commission; a Department member (and alternate), designated by the Department. The term of membership of each member of the Board shall be two years, beginning July 1 and ending June 30.

The Board of Review shall review—

- a. "Satisfactory" ratings, when the appealing employee does not seek review by the Department's Performance Rating Committee; in the case of "Satisfactory" ratings the employee may seek review from one reviewing agency only, either the Performance Rating Committee or the Board of Review.
- b. "Unsatisfactory" ratings on appeal after review by the Performance Rating Committee.

Part II		PERFORMANCE
		RATING STEPS

Basis for Performance Rating

1. The principal basis for rating the performance of employees shall be the specific work requirements arrived at through discussions between the supervisor and the employee.
2. Performance requirements used in the rating process shall be those in effect at the time the performance was rendered.
3. No rating of performance will be made with regard to any work requirement not known by the employee or which he has not been given a fair opportunity to meet.

*Attainment of Mutual Understanding
of Job Content*

In order that an employee's performance may be effective, he must know as specifically as possible *what* his duties are. As an aid to the supervisor and the employee in attaining a mutual understanding of these duties, the job description, when available and current, will constitute the principal basis for discussing job content. Where necessary, revisions will be made in order to bring the job descriptions up to date. The supervisor will indicate to the employee the relative order of importance of duties.

*Attainment of Mutual Understanding
of Specific Work Requirements*

1. Once a mutual understanding of the job content, i.e. *what* the employee is expected to do, has been attained, a firm effort

will be made to arrive at an understanding as to the *amount*, *quality*, and *manner* in which work must be performed so that he knows the work requirements of his job.

In many cases it will not be possible to establish or reflect definite numerical quantity standards unless a thorough study has been made to determine a fair standard and a practical method has been developed for counting the completed work units. However, the best attainable standard under the circumstances should be the objective.

With respect to quality, there are usually examples of past activities which can be used for explanatory purposes as well as certain general standards of acceptability.

2. The supervisor will review the list of general elements common to many jobs (see Performance Rating Instructions).

He will use this list as an aid in attaining an understanding with each employee as to how these general elements apply to the specific job being discussed. He may add others which he considers more applicable or more descriptive.

An example of a general job description with the component duties paralleled by corresponding specific work requirements is given in the Performance Rating Instructions. It typifies the objective to be attained with the aid of the Classification Branch insofar as practicable, with respect to general classes of jobs.

The Performance Rating Process

The performance rating process is simply telling an employee "how he is doing." It is the translation into an objective statement of quality, by the supervisor, of his opinion as to how well the employee has accomplished those activities previously discussed and understood as being the basis for rating.

Ratings will be made in conference between the supervisor and employee. The interview, which should concentrate upon the requirements of the job, and how the employee can best meet them, can be conducted most effectively in an informal manner. In all cases the interview will be private so that emphasis may be laid upon individual job requirements and individual performance. Only if the interview is so conducted will it accomplish its purpose.

1. *Performance Ratings of "Satisfactory."* It is obvious that the greater number of ratings will fall in the general rating category of "Satisfactory" as defined by the Performance Rating Act. Rating employees in this category requires the exercise of considerable care and judgment in discussing individual per-

formance. The mere notation of the adjective "Satisfactory" is insufficient.

Rather than confine the performance rating to an adjective expression, the supervisor will concentrate on discussing generally with the employee just how he is "measuring up" and what he should do to better himself and his work. The supervisor will tell the employee, as accurately as possible, *where* he stands so that the employee will have a clear understanding of just how well he is doing. Whatever the choice of words used to convey his performance appraisal, the supervisor should be certain there is a complete understanding in the employee's mind as to *how* he is performing, *where* he is weak or strong, and *what* he should do to improve and progress. A discussion which has these ends in view will be of much greater benefit to both the employee and the supervisor than the mere notation of "Satisfactory."

The too general use of "Satisfactory" alone might encourage employees to make rating comparisons against it. This would be undesirable, because the term is not sufficiently descriptive to cover both the very efficient and the just average employee. The rating "Satisfactory" has many refinements and gradations; but these can best be expressed in the form of personalized comments by the supervisor. These comments, not the adjective rating, constitute the appraisal which should be retained in the employee's mind.

2. *Performance Ratings of "Unsatisfactory."* When the performance of an employee is especially weak in one or more of the primary work requirements of the job, the supervisor, and if practicable the supervisor and reviewing official jointly, will arrange a conference with the employee for the purpose of discussing *where* and *why* his services are deemed weak. At this meeting the job content and work requirements of the position occupied by the employee will be discussed in detail and the employee will be told, as specifically as possible, wherein he has failed to "measure up" and *how* he must improve in order to meet these requirements. This discussion confirmed in a written memorandum to the employee will include—

- a. A definite reference to the time and place of the discussion;
- b. A definite statement which indicates the *work requirements* in which the employee's performance is considered weak;
- c. Definite suggestions made to the employee for correcting the weak performance;
- d. A definite statement that a rating of "Unsatisfactory" will be given if performance does not improve sufficiently to meet

work requirements. A copy of this written memorandum will be sent to the Personnel Relations Branch.

No employee may be given an "Unsatisfactory" rating without a 90-day prior warning and a reasonable opportunity after such warning to demonstrate satisfactory performance. During this period the supervisor and reviewing officer, with the aid of the Personnel Relations Branch, will make every reasonable effort to aid the employee so he may render satisfactory service.

If the employee fails to measure up to the work requirements of his job after this period of warning and opportunity to improve, he shall be given a rating of "Unsatisfactory."

An "Unsatisfactory" rating must be supported by a statement in writing indicating wherein the performance is unsatisfactory, the facts of the prior warning, and the efforts made after the warning to help the employee bring his performance up to a satisfactory level. A copy of this statement will accompany all copies of the Performance Rating Form.

3. Performance Ratings of "Outstanding." When the performance of an employee, in the opinion of his supervisor, is outstanding with respect to all aspects of the work requirements of his position and is deserving of special commendation, the supervisor and the reviewing official will confer for the purpose of considering the recommendation of an "Outstanding" rating. Any such recommendation must be supported in writing by a documented statement of justification.

4. Notice to Employee and Recording of Rating.

Ratings of "Satisfactory" and "Unsatisfactory." In the normal supervisory process of discussion, the employee will have been informed whether his performance is satisfactory or unsatisfactory.

Official notice in these cases will be transmitted by the administrative officer through the supervisor after the rating supervisor and reviewing official have signed the Performance Rating Form. The supervisor will have the employee date and sign the receipt at the bottom of the form and give him his copy. The supervisor will then forward the remaining copies to the administrative officer who will effect distribution as follows:

- a. Retain one copy for the files of the administrative office;
- b. Transmit one copy to the Classification Branch;
- c. Send the original to the Personnel Relations Branch for ultimate inclusion in the employee's personnel folder.

Ratings of "Outstanding." In the normal supervisory process of discussion, employees who in the opinion of the rating supervisor and reviewing official merit an "Outstanding" rating will be informed of the procedure required to obtain this rating;

namely, approval by the Performance Rating Committee. The executed Performance Rating Form with the required documented statement of justification will be sent through his administrative officer to the Performance Rating Committee for review.

If the Performance Rating Committee finds the documented statement true and factual and the justification sufficient, it will approve such rating and indicate its action on the Performance Rating Form.

The administrative officer of the area concerned will be advised of the action and will communicate it to the reviewing official, rating supervisor, and employee. Distribution of copies of the Performance Rating Form will be as in other cases, except that an additional copy will be sent by the Performance Rating Committee to the Honor Awards Board and Efficiency Awards Committee for their consideration. The documented statement will accompany all copies of the Performance Rating Form.

The copy to the employee will be transmitted with a memorandum of congratulations over the signature of the Secretary of State.

Maintenance of Current Understanding of Job Content and Work Requirements

Work flow, working conditions, and supervision cause changes in job content and work requirements. In order that the supervisor and employee may maintain a current understanding of required performance, discussions will be held at sufficiently frequent intervals during the rating period to reflect any change having a bearing on the measurement of the employee's performance. Typical of such changes are—

1. A change in the volume of the work load of significant size or duration;
2. A change in the nature of the job content of significant size or duration;
3. A significant change in general working conditions, equipment, or associations;
4. A change in supervisory personnel or employees.

Part III

PERFORMANCE
RATING APPEALS

General

The Performance Rating Act provides that, on request, every employee may have his rating reviewed.

The appeal agencies are the Performance Rating Committee and the Board of Review.

Appeal of "Unsatisfactory" Ratings

An employee desiring to appeal a rating of "Unsatisfactory" will first thoroughly discuss it with his rating supervisor and reviewing official. If the rating supervisor and reviewing official agree that a revision should be made in the rating from "Unsatisfactory" to "Satisfactory," such change will be made and the Performance Rating Committee advised.

If he fails to obtain an agreeable determination, his rating supervisor will inform him of his appeal rights and appeal procedure. He may then appeal to the Department's Performance Rating Committee. The rating supervisor and the reviewing officer, when an appeal is filed, will submit such comments as they consider to be of assistance in rendering a fair decision, to supplement their oral testimony. If a disposition agreeable to the employee is not made here, he may then appeal to the statutory Board of Review.

All appeals will be initiated within 30 days of the date the employee is officially notified of his performance rating. An appeal from the decision of the Performance Rating Committee will be made within 30 days of the date its decision is received by the appellant.

If the appeal is successful all official records will be adjusted to reflect the revised rating.

Appeal of "Satisfactory" Ratings

An employee receiving a rating of "Satisfactory" and desiring to appeal it will first thoroughly discuss it with his rating supervisor and reviewing official.

If the rating supervisor and reviewing official agree that a revision should be made from "Satisfactory" to "Outstanding" they will submit an executed appeal form (DS-887; see appendix), together with supporting data as required under this plan, to the Performance Rating Committee. (This consideration by the Performance Rating Committee is in the nature of an administrative determination and does not preclude appeal to such Committee if the employee so chooses.)

If he fails to obtain an agreeable determination, the rating supervisor and reviewing officer will inform him of his appeal rights and procedure. He may then appeal to the Department's Performance Rating Committee or to the Board of Review. The decision of the appeal agency chosen will be final. If the appeal is successful, all official records will be adjusted to reflect the revised rating.

Time Limits

An appeal will not be considered if filed more than 30 days after the employee has been notified of his performance rating or, if the appealed rating is "Unsatisfactory," more than 30 days after he has received a final decision on an appeal taken: except that appeal agencies may waive this requirement for sufficient reasons, such as a showing that (a) circumstances beyond the employee's control prevented him from filing his appeal within the 30-day period, or (b) necessary information was not available within that period.

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Appendix

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PERFORMANCE RATING INFORMATION

RATING LEVELS

Satisfactory: An employee who performs his duties in an acceptable manner but who does not exceed the work requirements of his job to a point deserving of special commendation shall receive the rating "Satisfactory".

Unsatisfactory: An employee whose performance becomes so deficient in important work requirements so as to become ineffective shall receive the rating "Unsatisfactory". However, this rating shall not be given unless preceded by a ninety day written warning which shall indicate how the employee has failed to meet the work requirements for his job.

Outstanding: An employee shall be rated as "Outstanding" when all aspects of his performance not only exceed the work requirements of his job but are outstanding and deserve special commendation. This rating must be supported in writing by the rating supervisor, documented as to justification and be approved by the Reviewing Official and the Performance Rating Committee.

SIGNIFICANCE OF RATINGS

A performance rating of "Satisfactory" or "Outstanding" is necessary in order to receive a periodic within-grade salary advancement. An employee whose performance rating is "Unsatisfactory" is not permitted to remain in his position. He must be assigned to a position the work requirements of which he can meet or he must be separated from the service, in accordance with Civil Service Regulations.

INSPECTION OF RATINGS

The final adjective rating (not the rating form) is available for inspection in DP.

APPEALS

Two appeal agencies are provided; the Departmental Performance Rating Committee and the Board of Review.

Employees desiring to appeal an "Unsatisfactory" rating will first discuss it thoroughly with his rating supervisor and, if practicable, the Reviewing Official. If he fails to obtain an agreeable determination he may appeal in writing (Form DS-887) to the Performance Rating Committee. All appeals must be initiated within 30 days of the date an employee receives his performance rating. An appeal from the decision of the Performance Rating Committee must be made within 30 days of the date its decision is delivered to the appellant, but must be made in writing (Form DS-887) to the Board of Review.

Employees desiring to appeal a "Satisfactory" rating will first discuss it thoroughly with his rating supervisor and if practicable, the Reviewing Official. If he fails to obtain an agreeable determination he may appeal to the Performance Rating Committee or to the Board of Review, but may not do both. This appeal must be made within 30 days of the date an employee receives his rating and the decision of the appeal agency chosen will be final.

Distribution of rating form copies will be as follows:

- Original to Personnel Relations Branch and Employee's Personnel Folder.
- Yellow copy to employee.
- Blue copy to Division Administrative Officer.
- Green copy to Classification Branch.

Additional information regarding performance rating may be obtained from supervisors or the Personnel Relations Branch of the Division of Departmental Personnel.

Your most important functions as a supervisor include: By carrying out these functions, you will contribute materially to the success of the Department's operation
 INFORMING YOUR EMPLOYEES OF THE CONTENTS OF THEIR JOBS;
 TELLING THEM THE WORK REQUIREMENTS OF THEIR JOB;
 TELLING THEM HOW THEY ARE DOING.
 DEPUTY UNDER SECRETARY FOR ADMINISTRATION

FORM DS-886 1-4-51		DEPARTMENT OF STATE		OFFICIAL <input type="checkbox"/> REGULAR <input type="checkbox"/> ENTRANCE <input type="checkbox"/> UNOFFICIAL	
PERFORMANCE RATING					
1. GENERAL PERSONNEL INFORMATION				PERFORMANCE REVIEW PERIOD	
NAME				DATE	
OFFICE AND DIVISION				GRADE	
TITLE					
2. JOB CONTENT DESCRIPTION IS: <input type="checkbox"/> Substantially accurate <input type="checkbox"/> Accurate with minor exceptions <input type="checkbox"/> Inaccurate					
3. JOB WORK REQUIREMENTS					
4. SUPERVISOR'S NARRATIVE APPRAISAL OF OVER-ALL WORK PERFORMANCE					
THE FOREGOING APPRAISAL CONSTITUTES A GENERAL RATING OF "SATISFACTORY" UNDER THE PERFORMANCE RATING ACT OF 1950, UNLESS THE RATING OF "OUTSTANDING" OR "UNSATISFACTORY" AS DESCRIBED BELOW, IS GIVEN. <input type="checkbox"/> Outstanding* <input type="checkbox"/> Unsatisfactory* *Additional supplementary statement required. See instructions.					
5. SUPERVISOR'S RECOMMENDATION FOR EMPLOYEE'S DEVELOPMENT TO MAKE HIS SERVICES MORE EFFECTIVE.					
6. EMPLOYEE'S SIGNATURE (To indicate discussions were held)				DATE	
7. RATING SUPERVISOR'S SIGNATURE (i.e. the first-line supervisor)				DATE OF RATING	
8. REVIEWING OFFICIAL'S SIGNATURE				DATE OF REVIEW	
9. APPROVED BY PERFORMANCE RATING COMMITTEE (Required for "OUTSTANDING" rating only)				DATE OF REVIEW	
10. PERFORMANCE RATING RECEIPT (Employee's Signature)				DATE OF RECEIPT	

Abstract

FORM DS-887 1-4-51		DEPARTMENT OF STATE	
PERFORMANCE RATING APPEAL			
TO: <input type="checkbox"/> Performance Rating Committee <input type="checkbox"/> Board of Review		DATE	
APPELLANT		DATE OF PERFORMANCE RATING NOTICE TO APPELLANT	
OFFICE AND DIVISION		PERFORMANCE RATING APPEALED	
TITLE	GRADE	PERFORMANCE RATING DESIRED	
PERFORMANCE REVIEW PERIOD			
OFFICE PHONE			
REASONS FOR APPEAL			
SIGNATURE OF APPELLANT			